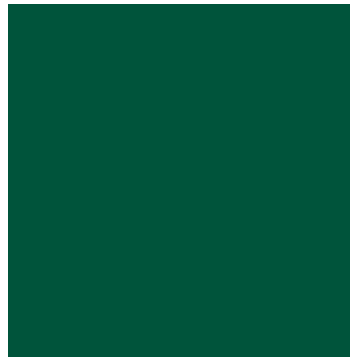


NYIC Strategic Plan:

Building Immigrant Power Together

2022-2027

NYIC35 YEARS OF
BUILDING
IMMIGRANT
POWER



Dear Friends and Supporters of the New York Immigration Coalition,

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I am very pleased to share our 2022-27 Strategic Plan with you. This plan builds on our previous plan which focused on expanding statewide and it reflects our best thinking and strategies for advancing the rights of immigrant and refugee New Yorkers as well as for future proofing our coalition members.

To develop our plan, we formed a working group of staff, executive leadership and board members who were guided and advised by expert consultants. The process spanned six months and engaged a broad range of stakeholders from leaders of NYIC member and partner organizations, the full staff and board of directors, allies, funders and donors, colleagues in government and the business community. I thank them for sharing their insights, expertise, knowledge of our field and our work to help us better understand our role, refresh our mission, develop our theory of change and hone our five year priorities and goals.



We live in uncertain and rapidly changing times. Our plan takes this into account and it emphasizes building power and capacity as we advocate for change at all levels across New York State and the country.

I invite you to join our movement for the rights and well-being of all New Yorkers.

Your support, partnership, and comradery will enable us to realize this bold and ambitious plan.

In solidarity,
Murad Awawdeh, Executive Director

Executive Summary and Context

We are excited to share the shared vision and direction that we have developed and the rationale behind this plan. First the headlines of this plan, over the next 5 years the NYIC will:

- **Continue our expansion** outside of New York City by establishing new offices in the Fingerlakes and Capitol regions
- Add a major focus on **building community organizing capacity** to enable our members ability to build their power and achieve tangible policy wins for their communities
- **Increase the number of members and partners**, with special focus on organizations outside of NYC, and that are Black-led, advancing civil rights and LGBTQIA rights, and assisting new and underserved immigrants

“NYIC is the go-to voice for immigrants in the city. The coalition, because of its diverse membership, is representative of the city’s diverse immigrant communities in a way that no other group is.”

-Funder

The NYIC will focus on strengthening and building power statewide while deepening engagement in specific regions that are primed for impact. While we may have a new federal administration, **our goal is to future proof our movement space** in New York to withstand any potential threats and to take up every opportunity to advance our communities.

Our demographics are changing in New York, but that does not change our communities’ circumstances on the ground, growing a pro-immigrant progressive multi-racial state coalition does.

We seek to **dramatically improve the material conditions for immigrant communities**, especially, the undocumented, low-income, and most marginalized. We will build the power we need and harness it to deliver solutions that will allow our communities to not only survive, but thrive.

Our new strategies are rooted in furthering our collective society to deliver the bold structural change needed to realize a just society.

Changing hearts and minds is an essential component of our theory of change. We will integrate tactics for **narrative and cultural**



change in our campaigns and work to advance our goals. Building power is a long term commitment to reshape the policies and institutions that govern our lives.

Our strategic direction aligns with our mission, vision and values, this plan will shift our strategy and build upon these four priorities:

1. Achieve Bold Policy Wins
2. Strengthen and Build Immigrant Power
3. Revitalize and Reinforce Membership
4. Strengthen NYIC Organizational Health for Greater Impact



Vision

The New York Immigration Coalition envisions a New York State that is stronger because all people are welcome, treated fairly, and given the chance to pursue their dreams.



Mission

The New York Immigration Coalition, a state-wide member-led coalition of immigrant and refugee organizations, works to transform the lives of all New Yorkers by **strengthening and building** our members' power, **organizing and educating** our communities and the public, and **using our collective voice to advocate** for opportunity and justice.



Values

Inclusive & Representative

Fair & Just

Accountable & Trusted

Priority 1: Achieve Bold Policy Wins for immigrant rights in NYS with an emphasis on local, regional and statewide campaigns



“NYIC is able to elevate a lot of voices and stories that often remain unheard. They create a unified platform for member organizations to feel comfortable taking on advocacy work they wouldn’t be able to do alone.

The way we can continue to grow power is by ensuring that all coalition members are empowered with resources to uplift voices.”

- NYIC Member Executive Director

GOALS:

- Develop and implement a bold NYS Blueprint 3.0 Policy Agenda with greater participation and input from our membership
- Guide successful implementation of advocacy and policy victories
- Full and successful implementation of Our City Our Vote (OCOV); launch a process for expanding our democracy in other localities and levels of government across NY
- Establish a systematic process for developing local agendas that include robust collaboration to develop and implement local policy agendas in 4 regions outside of NYC

SUCCESS INDICATORS:

- Build long term vision and goals for NYIC campaigns and priorities (with regional and statewide focus). NYIC’s Policy Blueprint 3.0 reflects a cohesive statewide vision and captures both local and national trends.
- Our communities have seamless access to the services and new rights that we championed. Staff team structure allows for flexibility and rapid response to new needs and challenges.
- OCOV is implemented successfully with an increase in voter participation of 10% of newly enfranchised voters in 2024 City Elections and governments grows more responsive to immigrant communities
- Internal systems are in place to create local agendas annually. The NYIC wins at least one local campaign in each region by FY27

Priority 2: Strengthen and build immigrant power through deeper state-wide reach, membership recruitment and development, civic engagement, and partnerships with allied organizations



GOALS:

- Increase electoral power of immigrant communities and work to shrink race/class gap by increasing representation and participation of immigrants and allies.
- Increase our membership across statewide regions, with particular attention to consistent and robust membership in all non-NYC regions including developing our capacity for deeper work in Rochester and Capitol areas
- Grow the number of Black organizations and organizations serving underserved and new immigrant communities in our membership
- Forge deep alliances with historically marginalized communities, including Black non-immigrant organizations and LGBTQIA organizations

SUCCESS INDICATORS:

- NYC's truly statewide and adaptive curriculum meets the needs of member organizations that vary in size and serve diverse populations
- Recruit 50 New Member orgs, 50% of which are located outside of NYC
- 10 new member orgs are Black led
- Increase participation of Black and LGBT organizations in our priority campaigns by 25%

"As a capacity building organization, NYIC makes sure that groups who are involved, are equipped with the resources they need to make a bigger impact that is what makes æ"NYIC unique. The NYIC's support is the most all-encompassing."

- NYIC Member Executive Director

Priority 3: Revitalize and Reinforce member organizations including an emphasis on building capacity for community organizing

GOALS:

- Strengthen member organizations' ability to be community organizers and to lead and participate in campaigns, enabling members of all sizes to integrate organizing structures to advance our collective agenda, and develop new leaders among our membership
- Prepare members to respond to political shifts
- Create easy and regular access for members to gain relevant information and updates

SUCCESS INDICATORS:

- Membership is adept at community organizing practices and models that mobilize and grow power in marginalized communities
- Membership is fully engaged in campaigns and leading change efforts in their respective regions and at the state level
- In FY 24 40% of member organizations regularly access resources and information easily and utilize them in their work; this grows to over 60% by FY27

“An important strength of NYIC is that it is embedded in a wide variety of New York State's immigrant communities. NYIC really represents the needs and challenges of these communities.”

- Business Leader





Priority 4: Strengthen the NYIC’s organizational health for greater impact

GOALS:

- Develop an effective organization, program and team structure (where appropriate including VISTAs) to fit our strategic priorities and lead successful campaigns and initiatives from concept to implementation
- Rationalize the management and delivery of service coordination and “post policy win” activities
- Ensure adequate staff resources and invest in staff leadership and professional development
- Become a learning organization
- Grow funding and diversity of sources
- (The board will develop five year goals at the July 2022 Board retreat)

SUCCESS INDICATORS:

- Improvements in cross-departmental collaboration; improvements in staff coverage of campaigns and major initiatives; improvement in morale
- Improvements in meeting deliverables; improvements in coverage and impact on “post policy win” work; improvement in staff morale
- Employee satisfaction surveys shows 50% of employees are satisfied or better with their job; newly hired staff evaluations show improved ratings by 20%; annual performance evaluations ratings improve; staff retention rates increase by 30%
- Staff are able to spot trends as immigrant communities and their needs change; staff transitions are smoother; staff are able to easily find useful information and resources relevant to their priorities and work
- Individual giving triples and corporate support grows by 25%
- The NYIC Board of Directors is highly engaged and effective; board member participation is high as indicated by attendance and satisfaction; board members make introductions to key influencers and prospects and assist in new member recruitment; the Board grows its leadership pipeline

Theory of Change: Building Immigrant Power

STRATEGIES

Strengthen member capacity to organize and advocate, deliver effective services after policy wins, and take part in civic engagement

In collaboration with members, develop blueprints for bold policy change and lead campaigns and policy change initiatives locally and statewide

Through community organizing and advocacy, win just and humane policy victories at local and state levels

OUTCOMES

Healthy, vital and sustainable immigrant organizations strengthen their communities

Immigrants, refugees, and New Americans have increased electoral power through voting and knowing their rights

Policy victories ensure immigrants have access to necessary resources and benefits to live healthy and fulfilling lives

Immigrants have access to legal status and citizenship

Immigrants are treated with dignity and experience decreased exploitation

IMPACT

More engaged immigrant voters and leaders deliver consistent positive results and far-reaching change for immigrant communities.

The New York dream is achievable for immigrants and refugees as their living conditions and opportunities improve

New York's pro-immigrant policy changes reverberate across the nation, shifting state and national agendas

VISION

A just, equitable, inclusive, and humane state where all communities can thrive

Many thanks to:

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